IDA QA Framework Contract n° 500872

IDA Evaluation Methodology Guide

Issue 1

353 Buckingham Avenue
Slough
Berkshire
SL1 4PF
United Kingdom
+44 -1753-822221 • fax +44 -1753-735735

White Waghorn
9 High St
Stevenage
Herts SG1 3BG
United Kingdom
+ 44 – 1438 - 726393 • fax +44 - 1438 - 361650

"GEM"

TABLE OF CONTENTS

1 INTRODUCTION 1
1.1 Overview 1
1.2 Applying the method 1
1.3 Acronyms and abbreviations 1
1.4 Reference documents 2
2 GENERAL 3
2.1 What are the objectives of the IDA programme? 3
2.2 How is the IDA programme implemented? 3
2.3 What must an IDA Evaluation do? 4
3 IDA EVALUATION METHOD SPECIFICATION 5
3.1 Pre-requisites 5
3.2 Process model 5
3.2.1 Collect information 6
3.2.2 Define questionnaire 7
3.2.3 Interview participants 8
3.2.4 Prepare IDA Evaluation Report 8
3.3 Readership of an IDA Evaluation Report 9
4 IDA EVALUATION INFORMATION MODEL 10
4.1 Identification information 10
4.2 Progress information 11
4.3 Costs and benefits information model 12
4.3.1 Financial dimension 12
4.3.2 Quality dimension 13
4.3.3 Programme objectives 14
4.4 Lessons learned 15
5 MANAGEMENT OF AN IDA EVALUATION 16
5.1 Organisation 16
5.2 Qualifications of the evaluators 16
5.3 Control 16
5.3 Planning assumptions 16
5.4 Schedule 17
5.5 Costs 17
ANNEX A GLOSSARY 18
ANNEX B IDA EVALUATION REPORT TEMPLATE 20
ANNEX C IDA PROJECTS 22
C.1 Introduction 22
C.2 List of projects 22
ANNEX D SOURCES OF INFORMATION 27
D.1 Introduction 27
D.2 Documents 27

D.3 People 27

ANNEX E MEMBER STATES 28

1 INTRODUCTION

1.1 Overview

/1 This document describes a method designed for the evaluation of the Interchange of Data between Administrations (IDA) programme[1].

/2 Section 2 provides an overview of the IDA programme and defines the purpose and scope of an evaluation. Section 3 specifies the IDA evaluation process. Section 4 defines the IDA evaluation information model. Section 5 contains guidelines on managing an IDA evaluation. Annex A contains a Glossary, Annex B contains a report template, Annex C contains a list of the current IDA projects and Annex D identifies sources of information. Annex E contains a list of participating Member States.

1.2 Applying the method

/1 The IDA Evaluation Method is defined in terms of mandatory, recommended and guideline practices, identified by the use of the words “shall”, “should” and “may”.

/2 Before each application of the IDA Evaluation Method, the evaluators shall review the method and may add, modify or delete practices to tailor it to the application. A written justification of the changes shall be provided.

/3 Lessons learned in applying the IDA Evaluation Method should be passed on to the method owners in an annex to the evaluation report.

1.3 Acronyms and abbreviations

DG	Directorate General
EC	European Commission
EU	European Union
IDA	Interchange of Data between Administrations
IDAMID	IDA Mid Term Evaluation
MS	Member State
MSA	Member State Administration
TAG	Telematics for Administrations Group

[1] This document has been produced by Anite Systems and White Waghorn according to Specific Agreement 4 of Framework Contract Number 500872 between Anite Systems and the European Commission.

1.4 Reference documents

1. Proposal for a European Parliament and Council Decision on a series of guidelines, including the identification of projects of common interest, for trans-European networks for the electronic Interchange of Data between Administrations (IDA), 97/0340 (COD), Article 1
2. Evaluating EU Expenditure Programmes A Guide, DG XIX, Jan-97
3. IDA Mid Term Evaluation Report, White Waghorn, MID02:v2.2, 25-Mar-97
4. Guide to IDA Global Implementation Planning, Anite Systems, ANITE-W2/IDAQA-SA1/PMM GIP, Jul-98
5. Communication from the European Commission concerning the evaluation of the IDA programme and a second phase of the IDA programme, 12-Dec-97, COM(97) 661 Final, 97/0340 (COD), P7/0341 (SYN)

2 GENERAL

2.1 What are the objectives of the IDA programme?

/1 The objectives of the IDA programme are to establish [ref. 1]:

- operational, interoperable, trans-European telematic networks between Member State administrations, whether national or regional, as well as between such administrations and the Community institutions and bodies as appropriate, enabling the efficient, effective and secure interchange of information in order to establish economic and monetary union and in order for the Member States and the Community to implement, within their respective areas of competence, the Community policies and activities
- integrated telematic networks for the facilitation of the communication between the Community institutions and in support of the Community decision-making process.

2.2 How is the IDA programme implemented?

/1 The implementation of the objectives of the IDA programme is summarised in Figure 1. Once the Council and European Parliament have defined the objectives of the IDA programme, the Commission plans the programme in consultation with Member States by defining a set of projects to achieve the objectives.

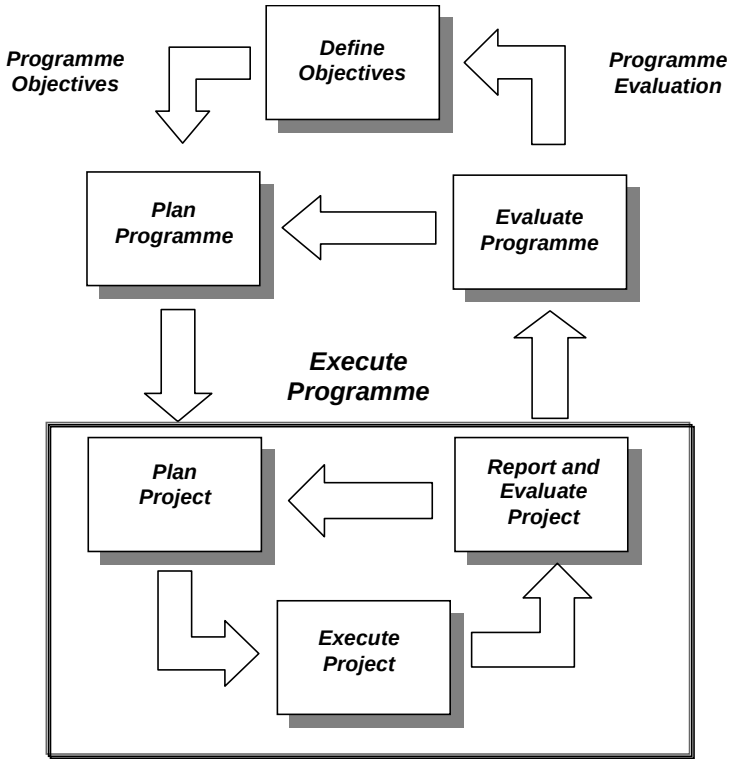

Figure 1: IDA Programme Implementation

/2 The IDA Projects may be "vertical" or "horizontal". A vertical project delivers facilities and services to a specific group of end users. Vertical projects are sometimes called "sectoral projects" as they are oriented towards a specific application sector. A horizontal project delivers services or products that may be applied to any vertical project. "Generic services" and "infrastructure projects" are examples of horizontal projects.

/3 Since its inception the IDA programme[2] has evolved from being a source of funding for a loose collection of vertical projects to a rather more coordinated set of horizontal projects, with increasing emphasis being given to management and co-ordination of the programme.

/4 As shown in Figure 1, each project is planned, and the objectives, measurable targets, and activities of each project are defined. Projects are then executed and progress, costs and benefits of each project are periodically reported [ref. 4].

/5 The last step of the control loop shown in Figure 1 is programme evaluation, which reports, for the whole programme, progress, costs and benefits. Programme evaluation takes place every two years or after the completion of a phase of the programme, whichever comes first.

2.3 What must an IDA Evaluation do?

/1 An IDA Evaluation shall combine the information from specific project evaluations and the programme management evaluation into an overall evaluation of the progress, costs and benefits of the programme.

/2 An IDA Evaluation shall evaluate the degree of actual or intended use of products and services of horizontal projects by vertical projects.

/3 An IDA Evaluation shall evaluate the contribution of the programme, in all relevant dimensions, to the costs and benefits of each project, taking into account other contributions[3].

/4 An IDA Evaluation should reuse the results from specific project evaluations that have been undertaken outside it (e.g. cost benefit evaluations performed by QA contractors and Post Implementation Reviews). Reuse reduces the cost of the evaluation to both the participants and the Commission.

/5 An IDA Evaluation shall evaluate the management of the programme, including:

- the effectiveness of the organisation of the programme
- the quality of programme planning and execution.

---

2 On May 28th 1998 the Court of Justice annulled Council Decision 95/468/EC that established phase 1 of the IDA programme. However it declared that the effects of the implementing measures already taken by the Commission on the basis of that decision must be maintained. Thus measures adopted until 31st December 1997 remain valid.

3 A programme contribution may be small in relation to contributions from other sources, but nevertheless may be essential to the success of the project.

3 IDA EVALUATION METHOD SPECIFICATION

3.1 Pre-requisites

/1 The success of an IDA Programme Evaluation is dependent upon the documentation of the following "pre-requisites":

a. the objectives for the programme

b. the objectives, measurable targets, and activities for each project in a programme

c. reports of the progress, costs and benefits of each project.

/2 Items (b) and (c) should be systematically accumulated by the Commission during the course of the programme and made available to the evaluators at the start of the evaluation. The absence of any of the items is likely to prevent a positive evaluation of the programme, or increase the cost of the evaluation, or both.

3.2 Process model

/1 The IDA Evaluation Process is summarised in Figures 2 and 3 below. Circles represent processes, arrows represent information flows, parallel lines represent information stores, and boxes represent sources and destinations of information. Each subsection below corresponds to a process shown in Figure 3.

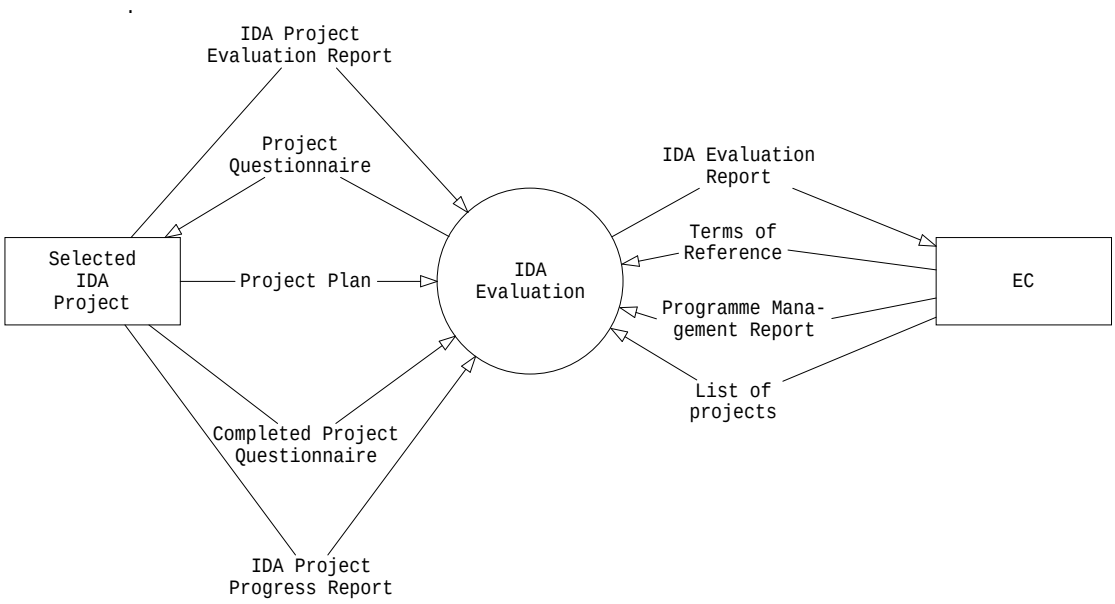

Figure 2: IDA Evaluation Inputs and Outputs

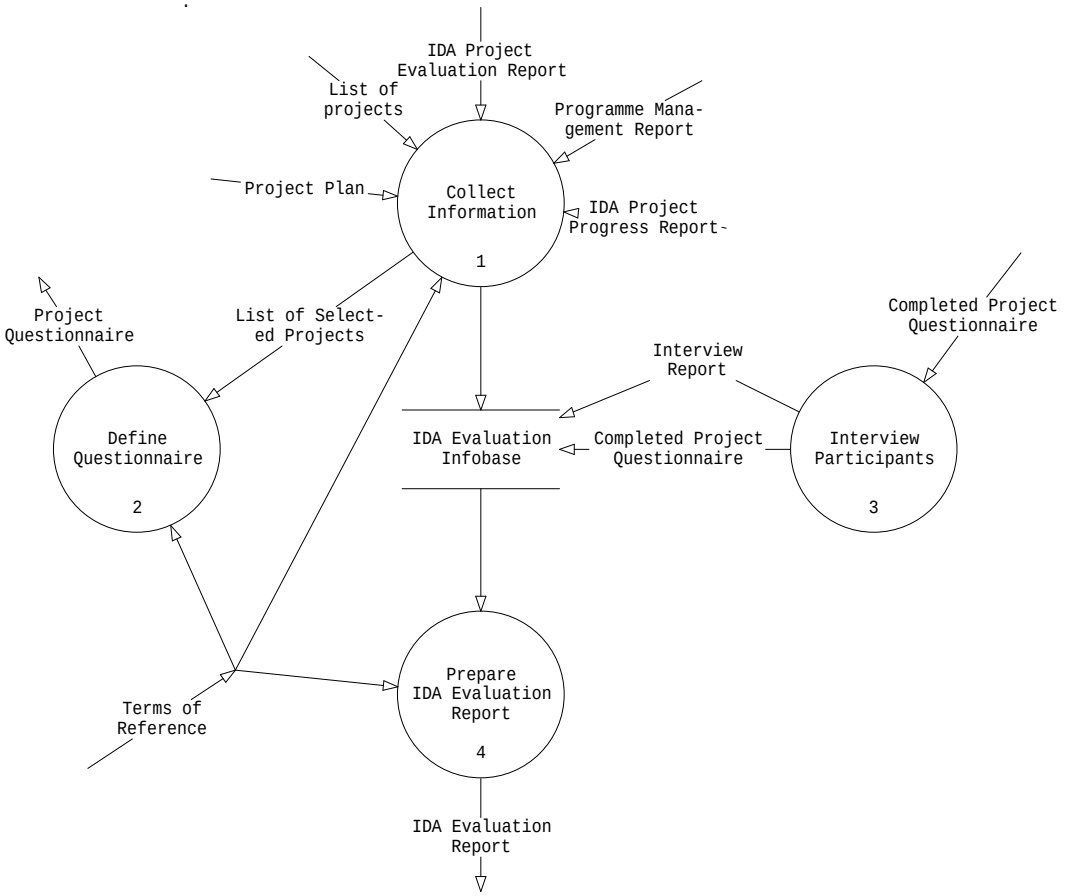

Figure 3: IDA Evaluation Process

3.2.1 Collect information

/1 The IDA Evaluation process is initiated by the Commission providing to the evaluation team:

- terms of reference, including a list of projects[4] and a list of Member States
- the contact details of the project officers of the listed projects
- the work programme
- project implementation plans for the listed projects
- progress reports for the listed projects
- project evaluation reports for the listed projects, if available[5]
- a programme management report.

[4] Both vertical (i.e. “sectoral) and horizontal (i.e. “non-sectoral) projects should be included. See 5.3/1.

[5] It is intended that projects will normally be evaluated at the end of the Implementation Phase. Large and/or long-lived projects may in addition be subject to interim evaluations.

/2 The terms of reference of the evaluation team shall identify whether the evaluation is retrospective, prospective or both. Both types evaluate progress, costs and benefits. In addition:

- retrospective evaluation draws conclusions about progress, costs and benefits and identifies the lessons learned
- prospective evaluation makes recommendations as to whether or how the programme should be continued.

/3 A programme management report from the Commission should:

- provide information available to the Commission on the progress, costs and benefits of the programme (e.g. the programme budget, values of contracts, year end summary of expenditure by each project)
- provide any relevant information on the progress, cost and benefits of projects that is not provided in the progress reports and project evaluation reports
- describe any corrective and preventive actions taken.

/4 The evaluation team reviews these inputs and loads relevant data into the IDA Evaluation Infobase, which is structured according to IDA Evaluation Information Model described in Section 4.

3.2.2 Define questionnaire

/1 Project questionnaires are developed that are designed to collect the information that is lacking from the projects in the areas of:

- progress
- costs and benefits.

/2 The project questionnaire should be prepared according to the process shown in Figure 4 below.

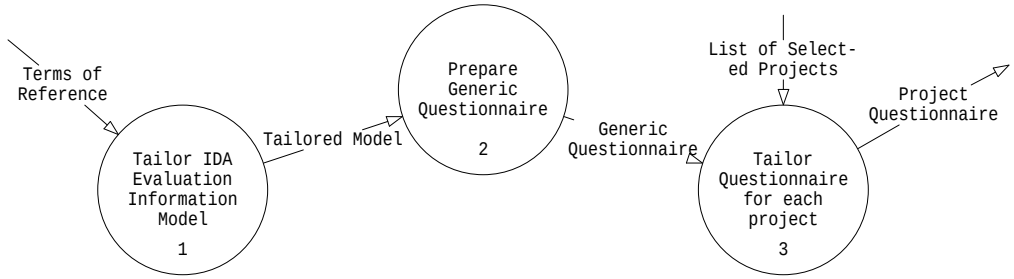

Figure 4: Define Questionnaire process

/3 The evaluators first tailor the IDA Evaluation Information Model for the Programme by adding, modifying or deleting categories of information based upon the Terms of Reference of the evaluation. The tailored model is then used to prepare a generic questionnaire defining the information needs of the evaluation. The generic questionnaire should be reviewed by the Commission.

/4 The generic questionnaire is then tailored to each project to ensure that:

- information already provided is not requested again
- irrelevant questions are not asked
- project-specific questions are included, where appropriate.

/5 The tailored questions are then sorted into groups according to type of participant (i.e.: project officer, project manager, Telematics for Administrations Group (TAG) representative) to compose the project questionnaires.

/6 The project questionnaires should be reviewed by the project officers.

/7 The evaluation team sends the questionnaires to the project participants.

3.2.3 Interview participants

/1 The evaluation team arranges interviews with participants in the selected projects.

/2 The interviews should include a briefing on the project and a walkthrough of the questionnaire answers.

/3 The interview programme shall be cost-effective, and the evaluation team should seek to minimise the time and costs of all participants by using the following techniques, as appropriate, in the order presented:

- mail, either postal or electronic
- telephone interview
- video-conference
- workshops for groups of related participants (same project, same sector etc, same country)[6]
- face-to-face interviews.

/4 Face-to-face interviews should take advantage of pre-arranged meetings.

/5 The evaluation team prepares a draft report of each interview and circulates it to participants for comment. The evaluation team then processes the comments and prepares the final interview report.

/6 Interview reports and completed questionnaires are stored in the IDA Evaluation Infobase.

3.2.4 Prepare IDA Evaluation Report

/1 The evaluation team completes the data reduction using the interview reports and completed questionnaires.

/2 The evaluation team prepares the draft IDA Evaluation Report according to the template described in Annex B.

[6] Workshops can reduce costs by reducing the time spent by the evaluation team in meeting project participants.

/3 The evaluation team should address the following questions when analysing the results and presenting their conclusions for each project and the whole programme:

- What benefits have been achieved?
- Have the costs been justified?
- What benefits will be achieved in the future?
- Will the costs be justified?
- Has the budget been well spent?
- Are the benefits proportionate to the costs?
- How can the cost benefit ratio be improved?
- Should it be continued?

/4 The Commission reviews the draft IDA Evaluation Report.

/5 The evaluation team updates the report and issues the final IDA Evaluation Report.

3.3 Readership of an IDA Evaluation Report

/1 The Commission and TAG review the draft IDA Evaluation Report.

/2 The readership of the final IDA Evaluation Report is the:

- Commission
- TAG
- Sectoral committees
- EU Parliament
- EU Council.

4 IDA EVALUATION INFORMATION MODEL

/1 The IDA Evaluation Information model consists of:

- identification information
- progress information
- cost and benefit information
- lessons learned.

/2 The IDA Evaluation Information is stored in the IDA Evaluation Infobase. The model described should be tailored to each evaluation.

4.1 Identification information

/1 Each project is assigned the following identification attributes:

- project group
- project id
- project name
- sub-project name
- technical manager
- customer type
- management type
- participants
- status.

/2 The project group is the name for the sector that the project serves, such as health or customs.

/3 The project id is an abbreviation for the project name, such as EIONET.

/4 The project name is full title of the project, such as European Information and Observation Network.

/5 The sub-project name is the name for either a phase of the project or one of a number of parallel activities that might be subject to separate management and reporting.

/6 The technical manager may be an Agency such as EEA or part of the Commission, such as DG5.

/7 The customer types of projects are:

- sectoral or “vertical”, i.e. serving one sector such as health or customs
- non-sectoral or “horizontal”, i.e. potentially serving more than one sector.

/8 Management type may be E, M, D or N as defined by Table 1 below [ref. 3].

Project type		Budget	Contractual management	Technical management
E	IDA Executed	IDA	IDA Unit	IDA Unit
M	IDA Managed	IDA	IDA Unit	Other
D	Sub-Delegated	IDA	Other	Other
N	Non-IDA (Devolved)	Non-IDA	Other	Other

Table 1: Management types

/9 Projects for which the *Technical Management* in Table 1 is recorded as "IDA Unit" are by definition of type E. Of the rest, the following DGs' projects are of type D (and all other projects are of type M):

- DG1
- DG6
- DG15
- DG19
- DG21
- Eurostat.

/10 The identification and contact details of the following participants should be defined:

- project officers of the technical management organisation
- project managers
- TAG representatives concerned
- QA contractor[7].

/11 Status may be [ref. 4]:

- preparatory
- feasibility
- development and validation
- implementation
- operations and maintenance[8].

4.2 Progress information

/1 Each project is assigned the following progress attributes:

- objectives defined
- deliverables defined

[7] QA contractors are important sources of information on the IDA programme, and have been appointed for DG21 projects, FOURCOM, TESS, EMEA, EUPHIN, EIONET and TESTA.

[8] Operations and Maintenance are not included in the Guide to Global Implementation Planning, but are included here for completeness.

- process[9] defined
- organisation defined
- resources defined
- schedule defined
- objectives achieved
- activities starting and finishing on schedule
- deliveries made
- problem reports being handled appropriately
- risks being managed.

/2 Each attribute should be evaluated on a scale 0 (no achievement), 1 (partially achieved), 2 (largely achieved) to 3 (fully achieved). A justification shall be provided if a score of 3 is not awarded.

/3 The progress information model may be stored as a spreadsheet, with projects in rows and attributes as columns.

/4 Information should be searched in the following sequence to evaluate an attribute:

- Plans
- Progress reports
- Completed Questionnaires
- Interviews.

4.3 Costs and benefits information model

/1 The costs and benefits of each project should be evaluated in the following dimensions[10]:

- financial
- quality
- programme objectives.

/2 The cost benefit information may be stored as a spreadsheet, with projects in rows and metrics in columns.

4.3.1 Financial dimension

/1 The following metrics shall be determined for the financial dimension for each project:

- development costs to date
- development costs to go

[9] The process should be decomposed into activities and tasks with defined inputs and outputs.
[10] Benefits increase the rating in that dimension whilst costs reduce the rating in that dimension.

- running costs to date
- running costs per year (actual or estimated)
- running costs per year (actual or estimated) of the system replaced, whether manual or automated
- change in running costs per year (actual or estimated) achieved with the introduction of the new system[11]
- pay back time[12]
- costs saved to date by use of products and services of horizontal projects
- running costs saved per year (actual or estimated) by use of products and services of horizontal projects.

/2 All costs shall be evaluated in kECU. Labour costs shall be evaluated in man years. Development and running costs should include all components[13]:

- DG III contribution, including:
  - main project contract
  - any supporting contracts
  - any QA contract
  - any TESTA element
  - any other horizontal contribution
  - management and co-ordination effort by IDA Unit
- other contributions:
  - management and co-ordination effort by sectoral DG, Agency, MSA
  - MSA costs[14]
- any other costs identified by project evaluations.

/3 Where possible, the total IDA costs should be expressed as a proportion of the total project costs and as a proportion of the annual expenditure in the sector.

4.3.2 Quality dimension

/1 The following metrics shall be evaluated for the Quality dimension for each project:

- number of problem reports[15]

---

11 This may be derived from the other financial metrics or measured separately. The other costs listed are absolute values; when it is not possible to measure costs absolutely it may be possible to measure them relatively.

12 The ‘pay back time’ is the time taken to recover the investment. If the total cost of a development project is X, and for every use of the resulting service there is a net benefit of Y, then pay back time (months) = X /(Y * N), where N is the number of service uses per month. If there is insufficient financial data, the pay back time should be estimated in terms of the time to achieve significant benefits.

13 The Commission may provide cost information for each sector with the estimated expenditure for each Member State in the Programme Management Report.

14 There is no obligation on Member States to provide cost information.

- planned functionality and actual functionality delivered
- planned efficiency improvement and actual efficiency improvement
- planned usability improvement and actual usability improvement
- planned availability and actual availability.

/2 The functionality of the products or services of the project should be measured. Functionality may be measured in terms of function points or numbers of requirements or numbers of services.

/3 The efficiency of the system being supported by the products or services of project should be measured. Efficiency may be measured in terms of resource and time savings.

/4 The usability of the products or services of the project may be measured in terms of the time taken to learn how to use them.

/5 The availability of the products or services of the project may be measured in terms of percentage of time that they can be used during the possible operating periods.

4.3.3 Programme objectives

/1 The project objectives should be evaluated as to their relevance to the programme objectives as 0 (not relevant), 1 (partially relevant), 2 (largely relevant), 3 (fully relevant). A justification shall be provided if a score of 3 is not awarded.

/2 The project objectives should be evaluated in terms of actual and future achievement.

/3 Actual achievement should be evaluated as 0 (not achieved), 1 (partially achieved), 2 (largely achieved), 3 (fully achieved). A justification shall be provided if a score of 3 is not awarded.

/4 Future achievement should be evaluated as 0 (will not be achieved), 1 (unlikely to be achieved), 2 (likely to be achieved), 3 (very likely to be achieved). A justification shall be provided if a score of 3 is not awarded.

/5 Programme management (see Section 3.2.3) should be evaluated as to whether it has have been effective in achieving programme objectives as 0 (not effective), 1 (partially effective), 2 (largely effective), 3 (totally effective). A justification shall be provided if a score of 3 is not awarded.

/6 Actual and future achievement of the programme objectives should be evaluated by calculating the weighted and unweighted sums of the actual or future achievement scores of each project and the programme management score. The weights should be calculated by dividing the score for the relevance of the project to that of the programme by 3.

[15] The degree of use and user expectations of the products and services should be taken into account when evaluating the significance of the number of problem reports.

4.4 Lessons learned

/1 The lessons learned should described by:

- what the lesson is
- why the lesson is important
- how to apply the lesson.

/2 How to apply the lessons learned may be described in one or more of:

- rules to be applied
- risks to monitor.

5 MANAGEMENT OF AN IDA EVALUATION

5.1 Organisation

/1 Each evaluation should be organised as a project, consisting of a project manager supported by consultants.

5.2 Qualifications of the evaluators

/1 The evaluators should be:

- knowledgeable about the IDA programme
- experienced in progress and cost benefit evaluation
- sufficiently independent to be able to make credible, objective judgements.

5.3 Control

/1 The evaluators should produce a plan for the evaluation as part of their proposal for the work. The plan should:

- reference the method, and describe and justify any changes that have been made
- describe the organisation of the evaluation team
- describe a work breakdown based upon the process model, listing work packages with estimates of the resource requirements (staff, effort, expenses)
- describe the schedule of the work, in terms the start and end dates of the work packages and the dates of milestones such as the deliveries of the draft and final reports.

/2 The plan should be reviewed and updated as the work proceeds.

/3 The evaluators should produce monthly progress reports about the evaluation. The reports should describe tasks completed, including meetings attended and documents produced. The progress report should report risks to the evaluation and describe any actions taken or recommended.

5.3 Planning assumptions

/1 The evaluators should take the following factors into account when planning an evaluation:

- all projects have to be covered in the evaluation
- the number of projects in the IDA programme (currently 45 – see Annex C)
- the number of MS in the IDA programme (currently 15 – see Annex E)
- the average timescale for a system to become fully operational is 5 years, with 3 years in development and 2 years in pilot.

5.4 Schedule

/1 An IDA evaluation project should not last more than eight months. While the following timetable may be used as a starting point in scheduling the evaluation, every effort should be made to minimise the duration:

- month 1 Information Collection
- month 2 Define Questionnaire
- month 3-4 Interview Participants
- month 5-6 Prepare IDA Evaluation Report
- month 7-8 Review Draft IDA Evaluation Report
- month 8 issue Final Evaluation Report.

5.5 Costs

/1 The cost of an IDA programme evaluation should not exceed 5% of the average biennial cost of the programme.

ANNEX A GLOSSARY

Definitions are presented in alphabetical order for reference. *Italicised* terms are defined in this Glossary.

/1 *Benefit*

A *benefit* is a positive change in a *characteristic* that results in a positive change in the rating in the corresponding *dimension*. For example an increase in the "employment" characteristic is a benefit in the social dimension.

/2 *Characteristic*

A *characteristic* is a concept for quantifying a *dimension*. In the social dimension, examples of characteristics are employment and unemployment. There may be multiple characteristics for each dimension. A *Metric* is a measure for a characteristic.

/3 *Cost*

A *cost* is a positive change in a *characteristic* that results in a negative change in the rating in the corresponding *dimension*. For example an increase in the "unemployment" characteristic is a cost in the social dimension.

/4 *Cost-benefit analysis*

There are two types of *cost-benefit analysis*: prospective and retrospective.

a. A prospective *cost-benefit analysis* evaluates and compares the *costs* and *benefits* of one or more plans, designs or solutions and attempts to identify the best option. Typically, one of the options subject to the comparison is the null option: i.e. "do nothing" or "carry on as before".

b. A retrospective *cost-benefit analysis* evaluates the *costs* and *benefits* of past actions in order to judge whether they have been worthwhile.

/5 *Cost-effectiveness analysis*

Cost-effectiveness analysis evaluates the *costs* and *benefits* of each option for achieving a goal. The option that delivers the required results at minimum cost is chosen as the most 'cost-effective solution'.

/6 *Derived metric*

A *derived metric* is computed from *observable metric* data, rather than being measured directly. An example of a derived metric is Mean Time Between Failures.

/7 *Dimension*

A *dimension* is a scale upon which *characteristics* are measured and thus *costs* and *benefits* can be evaluated. Benefits increase the rating in a dimension whilst costs reduce the rating in that dimension. Examples of dimensions are financial and social.

/8 Generic service

A *generic service* can be used by multiple different vertical projects.

/9 Horizontal project

A *horizontal* project delivers services or products that may be applied to any vertical project. *Generic services* and *infrastructure projects* are examples.

/10 Infrastructure project

An *infrastructure* project delivers products such as tools, facilities, specifications and guidelines for use by any vertical project.

/11 Metric

A *metric* is a measure for a *characteristic*. Metrics enable quantitative evaluation of characteristics. Each characteristic may be measured in terms of one or more metrics. For example "number of people between 16 and 60 available for work who are without a job" is a metric for unemployment.

/12 Observable metric

An *observable metric* can be measured directly (e.g. the number of problems arising in given period).

/13 Telematic network

A *telematic network* is a comprehensive data communications system, comprising not only the physical infrastructure and connections, but also the service and application layers which are built on top of this infrastructure, thus enabling the interchange of information electronically between organisations and individuals [ref. 5].

/14 Vertical project

A *vertical* project delivers facilities and services to a specific group of end users.

ANNEX B IDA EVALUATION REPORT TEMPLATE

/1 Title page

- Title and nature of evaluation
- Title of programme, generation, duration
- Identification of author, date of submission, commissioning service
- Identification of intended readership.

/2 Table of contents

- Main headings and sub-headings
- Index of tables and figures and graphs.

/3 Executive summary

- An overview of the entire report in no more than five pages.
- The executive summary shall present the key observations, conclusions and recommendations.

/4 Introduction

- A description of the programme in terms of needs, objectives, delivery systems etc
- The context in which the programme operates
- The purpose of the evaluation in terms of scope and main evaluation questions
- Summary of previous IDA Evaluation results.

/5 Evaluation approach

- Summary of the evaluation process
- A discussion of the strengths and weaknesses of the evaluation approach.

/6 Evaluation results

- List the selected projects, with a justification of the selection
- Provide a one page overview of each selected project, identifying objectives, progress and costs and benefits
- Include the Progress Summary Spreadsheet
- Include the Costs and Benefits Summary Spreadsheet
- Provide an overview of the programme management measures and actions, with reference to selected projects as appropriate.
- Include the Programme Management evaluation spreadsheet.

/7 Conclusions and recommendations

- Successes and failures

- Actions

/8 Annexes

- Terms of reference
- References
- Glossary
- Records of Meetings
- Lists of documents received.
- Lessons learned about the evaluation method
- Press release

ANNEX C IDA PROJECTS

C.1 Introduction

/1 The projects listed below should be considered in an IDA Evaluation of the IDA Programme.

/2 The lists of projects and project types in this Section have been compiled based on the following sources:

- IDA Unit's Costs and Benefits spreadsheet
- IDA Mid-Term Evaluation (IDAMID) Report [ref. 3]
- Programme of Work.

C.2 List of projects

/1 Table 2 lists the projects. It is sorted by:

- Project group (from A to L)
- Project ID (mnemonic)
- Sub-project no.

/2 Table 2 was constructed by:

- taking the IDA Unit's Costs and Benefits spreadsheet, prepared for the TAG (the row number from the spreadsheet being shown in the column *S-p no.*[16])
- cross-checking with the IDAMID project list
- adding some new horizontal projects.

Project	***Project name***	***Sub-project***	***Service***	***S-p no.***
A: Agencies				
EIONET	European Information and Observation network	Feasibility	EEA	163
		Pilot		164
EMEA	European Medicines Evaluation Agency	Feasibility	EMEA + DG3/E/3	165
		Pilot		166
FLOSYS	Translation Centre for the bodies of the Union		Translation Centre	168
REITOX	European Monitoring Centre for Drugs and Drug Addiction	Feasibility	EMCDDA	160
		REITOX/CEC		161
		EMCDDA/NET		162
RESMA	Réseau des marques (Trade marks network)	Feasibility Study	OHIM	169
		E-Mail Server		170
		X400 Software		171
		PILOT		172
TRANSL	Translation Centre for the bodies of the Union	Studies & Equipment	Translation Centre	167

16 Sub-project number.

Project	*Project name*	*Sub-project*	*Service*	*S-p no.*
B: Health and Social Security				
EUPHIN	European Union Public Health Information Network (involving HSSCD & HIEMS)	HIEMS	DG5	32
	European Union Public Health Information Network (involving HSSCD & HIEMS) - aka CARE	HSSCD		33
EURES	European Employment Services	Installation		40
		Enhancements		41
		Operations		42
IMP	Telematic Exchange of Information on Medicinal Products		DG3/E/3	25
TESS	Telematics for Social Security (aka SOSENET)	BUILD 3+	DG5	34
		BUILD 4		35
		BUILD 5		36
		BUILD 6		37
		BUILD 7		38
		BUILD 8 - IM		39
C: Agriculture and Fisheries				
ANIMO	Animal Movements	Study/Animo 2000	DG6	47
FIDES	Fisheries Data Exchange System	Feasibility study	DG14	57
		Pilot		58
PHYSAN	Phyto-sanitary controls	Europhyt	DG6	48
		Catalogues		49
		Support		50
		Feed		51
		Operations		52
		Pesticides		53
SHIFT	System to assist the health control of imports of items at frontier inspection posts from third countries	Architecture		54
		Prototype		55
D: Customs and Indirect Taxation				
EBTI	European Binding Tariff Information	UNIX and PC Operational Support	DG21	85
		Classification Development		86
		EBTI System Enhancements and Developments		87
		EDI Development Support		88
		Security Study		89
		EDI Development Support		90
		EBTI Windows Tools Development		91
		Provision of Image Management System		92
		Support for EBTI Technical Infrastructure		93
		Development Support for Thesaurus		94
		Support for the various EBTI Applications		95
Excise	Excise Control	Excise Duty Tables Development Support		96
Quota	Centralised management of quota and ceilings of the Goods Under Surveillance Scheme	Quota Suspensions Systems Enhancements and Developments		97
		EDI Development Support		98
		Operations / Evolutive Maintenance		99
		PC Surveillance Migration to Windows		100
SCENT	SCENT-CIS/FISCAL: System for Customs Enforcement-Customs Information System	Provision of Access to Lloyds Maritime Infromation Service		101
		Provision of Mutual Assistance Tutorial Service		102
		Mutual Assistance System Enhancements		103
		EDI Development Support		104
		Security Study		105

Project	***Project name***	***Sub-project***	***Service***	***S-p no.***
		System Operations, Maintenance and QA Support		106
		EDI Development Support		107
		Anti-Fraud Maintenance and Support		108
		Anti-Fraud Operational Support and Enhancements		109
TARIC	TARIC 2: Tarif Intégré Communautaire	Feasibility Study of Data Dissemination System Requirements		110
		Provision of TARIC System Quality Assurance Procedures		111
		Design and Maintenance of TARIC Conceptual Models		112
		Maintenance and Enhancements to TARIC Production Database System		113
		Provision of TARIC System Methodology		114
		EDI Development Support		115
		Security Study		116
		Maintenance and Enhancements to TARIC Production Database System		117
		Analysis and Development of TARIC2 System Enhancements		118
		Specification and Design of the TARIC Combined Nomenclature System		119
		TARIC-2 Migration Evaluation		120
		TARIC-2 Maintenance		121
		CN Technical Design and Development		122
		TARIC-2 Client Server Design Stage 1		123
		TARIC-2 Client Server Design Stage 2 and Prototype		124
		Maintenance and Enhancements to TARIC Production Database System		125
Transit	TRANSIT Computerisation Project	Transit Feasibility Study		126
		Development of Transit Pilot		127
		EDI Development Support		128
		Security Study		129
		Specification of Requirements		130
		Phase 2 - Construction and Pilot Implementation		131
				132
		EDI Support to Transit Project		133
		Phase 2 - Construction and Pilot Implementation - technical support		134
				135
VIES	VAT Information Exchange System	Provision, Maintenance and Support of the VIES Operation		136
		Provision of Project Management and QA Support - VIES Project Office		137
		Provision, Maintenance and Support of the VIES Operation		138
		Provision of xIES Facilities		139
		Extension of the VIES Technical Centre		140
		Extension of the VIES Project Office		141
		Upgrades to VIES Software and Gateways		142
E: Statistics				
DSIS	Distributed Statistical Information	Programme office	Eurostat	144

Project	*Project name*	*Sub-project*	*Service*	*S-p no.*
	Services			
		Metadata & ERE		145
		Multimedia & Information Highways		146
		EDI Design & integration		147
		Raw data collection		148
EXTRACOM	Telematics in Foreign Trade Statistics	Studies		151
		Pilots		152
		Operation		153
SERT	Statistiques d'Entreprises et Réseaux Télématiques	Studies		154
		Pilots		155
		Operation		156
F: Other				
FOURCOM	Project for information exchange on competition policy	Feasibility	DG4	28
		Pilot		29
		App.dev. trials & maintenance		30
		Administration		31
IToCG	Illegal Traffic of Cultural Goods	Feasibility & system devel. (1st phase)	DG10	56
SIGL	Système d'Information de Gestion des Licences		DG1	1
SIMAP	Système d'Information pour les Marchés Publics	Specifications	DG15	59
		Electronic forms		60
		PP1 Notification		61
		PP2 Dissemination		62
		Sub project 3, Associated Information		63
		EAP extension		64
		Promotion and technical assistance		65
		Maintenance		66
		user Workshops		67
		Interim Operation, Helpdesk and Telecoms		68
		Operation, Helpdesk and Telecoms		69
		Generalisation (Study)		70
		Electronic Tendering		71
		Generalisation of SIMAP		72
		Promotion and technical assistance		73
		Maintenance		74
		Follow up of Electronic Tendering		75
J: Generic applications				
DOCS	Communication and management of official documents	Legislative Documents	SG	158
		Other projects		159
		Document exchange	IDA Unit	0
E-MAIL	Practical introduction of electronic mail on the basis of X.400	X.500 Directory Services		13
		User support to committees & administrations		21
		Completion of missing links		22
		Establishment of common e-mail services		23
		Setting-up requirements & recommendations		24
		Implementation & support of horizontal actions at EC level	DI	157
K: Telecommunications services				
CCN/CSI	Common Communication Network/Common System Interface	Project Management and QA Support	DG21	77
		Specification and Development		78
		Provision of Network Services		79
		Specification and Development		80
		Provision of Network Services		81
		System Construction and		82

Project	*Project name*	*Sub-project*	*Service*	*S-p no.*
		Deployment		
		Provision of Network Services		83
		System Construction and Deployment		84
DSIS & STATEL	Statistics Telematics	Integration with telecoms	Eurostat	149
		Eurostat-mail		150
FIS-IDES/Agrigate	Fast Information System - Interactive Data Exchange System	FIS-IDES	IDA Unit	5
		Maintenance	DG6	43
		Future (incl. Testa)		44
		- ADNS		45
		- Agrigate II		46
NSPP	National Servers Pilot Project	NSPP - 5 MS	IDA Unit	6
		NSPP - 12 MS		7
		Sectoral assist. for NSPP use		8
OWNRES	Own Resources		DG19	n/s
SERI	Système d'Echange Rapide d'Informations		DG24	n/s
TECHREG	Directive 83/189 on technical Norms and Regulations	SPRINTApplication Enhancement	DG3/F?	26
		Technical Regulations Information System (TRIS)		27
TESTA	Trans European Services for Telematics Between Administrations	TESTA	IDA Unit	9
		Sectoral assist. for TESTA use		10
L: Other horizontal				
APPLIC	Application development		IDA Unit	n/s
ARCH	Common architecture and standards	Architecture		4
AWARE	IDA awareness and promotion	Conference		16
		Literature		17
		Multimedia		18
BEST	Spread of best practice			n/s
CO-ORD	Co-ordination & Support	Programme Management		19
		Support to co-ordination of sectoral projects		20
CONTENT	Information content interoperability and standardisation			n/s
GENERIC	Generic services	Interoperability		3
		Generic services		n/s
IOPNTS	Interoperability of national and regional telematics			11
LEGAL	Legal, Contractual & Security	Phase 2		14
		Contractual		15
		Data Protection	DG15	76
		Security measures	IDA Unit	n/s
		Legal barriers		n/s
MONTOR	Monitoring of market offers			12
QUALITY	Quality Assurance and Quality Control	Quality Control		2
		Quality Management Support for all DG21 projects	DG21	143
		QA/QC of FOURCOM	IDA Unit	n/s
		QA/QC of TESS		n/s
		QA/QC of EMEA and EUPHIN		n/s
		QA/QC of EIONET		n/s
		QA/QC of TESTA		n/s
		IDA QA Strategy		n/s

Table 2 List of IDA projects

ANNEX D SOURCES OF INFORMATION

D.1 Introduction

/1 The sources listed below should be considered in an evaluation of the IDA Programme.

D.2 Documents

/1 The following documents represent useful sources of information.

- Council Decision for IDA1 [ref. 1]
- Communications concerning a second phase of the IDA programme (IDA2) [ref. 5]
- Costs and benefits spreadsheet
- IDA Mid-Term Evaluation Report, [ref. 3]
- Legal bases paper
- Programme of Work
- sectoral *schémas directeurs* (especially for sub-delegated projects)
- global implementation plans (where produced)
- project progress reports (where produced)
- retrospective cost-benefit analyses (where done)
- outputs from IDA promotion activities.

D.3 People

/1 The following people are useful sources of information (it may not be practical to have direct contact with individual MSA representatives, whether at the IDA or sectoral level, but the appropriate use of pre-arranged meetings, and e-mail and/or electronic conferencing, should be considered).

- Head of IDA Unit (Rainer Zimmermann)
- IDA programme accountant
- project officers
- project managers
- QA contractors (where appointed)
- TAG members
- MSA sectoral representatives.

ANNEX E MEMBER STATES

/1 The following table presents the 15 current Member States of the EU in the canonical sequence (i.e. in alphabetical order of country name in the official national language).

ID	***Name***
B	*Belgique/België* Belgium
DK	*Danmark* Denmark
D	*Deutschland* Germany
GR	*Ellada* Greece
E	*España* Spain
F	*France*
IRL	*Ireland*
I	*Italia* Italy
L	*Luxembourg*
NL	*Nederland* Netherlands
A	*Österreich* Austria
P	*Portugal*
FIN	*Suomi/Finland*
S	*Sverige* Sweden
UK	*United Kingdom*